

A ROADMAP TO CORPORATE SOCIAL RESPONSIBILITY STRATEGIC HEALTH PARTNERSHIPS

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CATALYST Consortium is a USAID-funded family planning and reproductive health activity focused on working in Asia and the Near East, Europe and Eurasia, and Latin America and the Caribbean. Composed of five equal partners — Academy for Education and Development, The Centre for Development and Population Activities, Meridian Group International, Inc., Pathfinder International and PROFAMILIA/Colombia, CATALYST is dedicated to working in partnership with the public, private and NGO sectors in developing, expanding and sustaining quality family planning and reproductive health services and healthy practices through both clinical and non-clinical programs.

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The Road from Here

CSR partnerships are driven by a shared conviction between two or more organizations that, by combining their resources and working together towards a common objective, investment risks will be minimized and greater rewards will be gained by all. These partnerships come in different sizes and configurations, their diversity limited only by the mandate, interests, and resources of the would-be partners, but not by their creativity.

In the international health arena, CSR partnerships can help USAID health officers to achieve and sustain far-reaching results within their strategic objectives, through:

- Involving outside partners in developing ideas, strategies, and activities to respond to jointly identified health problems and issues,
- Leveraging needed skills, resources, and technological expertise for health programs.

At present, there are numerous CSR health partnerships worldwide led by the private sector. However, only a few focus on family planning and reproductive health (FP/RH), areas in which corporate workers themselves have expressed strong interest.

When, after analyzing the pros and cons of CSR health partnerships, USAID health officers decide that such partnerships are a strategic way for promoting or sustaining (FP/RH) objectives in their host country, how can this decision be supported?

CATALYST has developed this “Roadmap to CSR Strategic Health Partnerships” to help health officers navigate their way through the partnership process. This Roadmap presents, step-by-step, how innovative and effective collaboration with the private sector can be envisioned, planned, and carried out.

Other CSR materials developed by CATALYST provide an overview of CSR partnerships and other valuable information. The other CSR materials are:

- ◉ “What is Corporate Social Responsibility?” Eight Questions and Answers
- ◉ A Compendium of Corporate Social Responsibility Activities Worldwide
- ◉ CSR in Practice Casebook
- ◉ CSR Resources

Although this Roadmap is primarily dedicated to promoting FP/RH partnerships, the CSR principles and processes it describes are potentially applicable to other USAID efforts where CSR partnerships with the business community make strategic sense.

II.

The Strategic Value of a CSR Approach

USAID and other donors have long recognized that working in collaboration with the private sector adds an important dimension to their pursuit of development objectives. In the health arena, with its global presence and influence, the business sector can make tremendous contributions in promoting good health and well-being among their workers and in their host communities.

The international development community has also been long cognizant of the fact that critical health goals can only be achieved through multisectoral approaches that include the private sector. In the family planning and reproductive health area, the private sector can add value to the pursuit of program goals by enhancing customer access to quality products, information, and services. The idea of involving the private sector as a key player in expanding health care delivery has been emphasized even more by the Plan of Action from the 1994 International Conference on Population and Development (ICPD) in Cairo, and by other important international health events.

Today, as the development paradigm continues to shift more and more towards public/private partnerships in creating social change for improving quality of life, the opportunity is present for USAID health officers to explore strategic partnerships with business. Corporate social responsibility offers USAID a fresh and innovative way of engaging the private sector in improving the health status of people in the developing world. USAID conventionally plans its programs in funding cycles of 7–10 years. However, even with this mid- to long-term program horizon, the success and sustainability of USAID programs cannot be entirely assured. USAID resources, compared with the ever-growing need for development assistance, are inadequate in themselves. The same is true for governments and other donors in the development arena.

Given this reality, these twin questions arise:

- ◉ How can USAID develop and implement its health programs so that expected results are achieved within envisioned time horizons?
- ◉ And when expected results are achieved, how can they be sustained?

One approach to addressing these questions lies in the effective leveraging of USAID assets with the private sector: USAID's global reach, technological know-how, dedicated staff, programmatic track record, and wide networks in the health community.

The concept and process for forming CSR partnerships can build upon the foundation of more than 20 years of collective collaborative work among the public, nonprofit, for-profit, and donor sectors in international health development. For USAID, successful initiatives with the private sector have included contraceptive social marketing, employer-based family planning services, and expanding private provider networks.

III.

The CSR Partnership Process in 10 Steps

CATALYST envisions a 10-step process for creating CSR health partnership initiatives¹. These steps focus largely on engaging the commercial sector, but the active participation of host governments, NGOs, and other civil society organizations is also essential in order to complement the skills and resources of the commercial sector.

A pre-condition for the partnership development process is the willingness of the partnership proponents to invest the time, financial and human resources required to initiate and move the process along. Undoubtedly, this would involve dedicated leadership in identifying the critical problems to be addressed, and finding compatible partners for addressing those problems. Investing any resources entails risk-taking. However, the essence of partnership is that it enables risk-taking to be shared, and with complementary resources risks can be minimized.

If USAID believes that its in-house technical resources need to be complemented by outside resources, it may consider enlisting the services of a CSR consulting advisor, who can work side-by-side with USAID throughout the partnership development process. Types of assistance that the advisor could provide, for example, are in conducting informal rapid environmental surveys, convening meetings with likely partners, conducting due diligence studies,² and developing a CSR framework or plan of action.

Core Competencies for CSR Consulting Advisors:

- ◉ Expertise in CSR and multisectoral business partnerships
- ◉ Expertise in family planning and reproductive health
- ◉ Business negotiation skills
- ◉ Knowledge of corporate cultures
- ◉ Knowledge of civil society cultures, interests, and activities
- ◉ Convening and mediation skills to bridge differences in vision, language, and culture between business, civil society, and government

¹ Following from Baird, Victoria. "Corporate Social Responsibility Partnerships: The Seven Steps to Partnering", Meridian Group International, Inc.

² The "Due Diligence" aspect is covered in Step 3, page 11.

Step 1

Conduct a Rapid Preliminary Assessment of the Potential for CSR Partnership In-Country

Conducting a rapid assessment of the CSR environment and the sustainability status of selected USAID (FP/RH) activities in the host country will set the stage for developing the framework for a CSR partnership initiative. The rapid assessment will also provide direction for defining the partnership parameters.

It would be an ambitious undertaking to conduct an overall review of the sustainability of the entire national FP/RH program, and it would bog down the partnership development effort. A more practical and viable approach would be to select for review those activities that, in USAID's judgment, can benefit by adding a private sector role, or, in cases where the private sector is already engaged, through strengthening its role. By focusing on the sustainability status of such activities, important issues and gaps related to program sustainability, as well as improvements that can be made in existing health programs, can be analyzed.

Some of the main elements that can be looked at in the rapid preliminary assessment are stated below. (A more extensive list is shown in Appendix A of this Roadmap.)

- ◉ Corporate and industrial sectors with significant presence in the country including multinational corporations, US and national companies, business associations, and trade groups
- ◉ Existing CSR associations and activities in the country or region
- ◉ Existing CSR health partnerships
- ◉ Existing nonhealth CSR partnerships, with potential for FP/RH integration

- ◉ Extent of host government political will related to CSR and possible support from the host government
- ◉ Existing corporate, government, and civil society resources dedicated to USAID FP/RH activities
- ◉ Family planning prevalence by market/group segmentation (e.g., public/private; clinic/nonclinic; age cohorts)
- ◉ Use of key reproductive health services by market/group segmentation (e.g., public/private; clinic/nonclinic; age cohorts; gender)
- ◉ Projected demand for family planning and key reproductive health services
- ◉ Projected desired levels of national or state/provincial prevalence of family planning and key reproductive health services
- ◉ FP/RH program sustainability strategies and activities in place

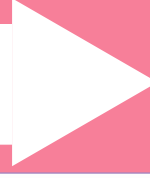
By understanding the corporate social responsibility environment and practices in the country, it will be possible to begin defining what types of CSR partnerships may be possible, the partnership issues that should be addressed, and the parameters to guide the search for potential partners.

ATTENTION!
YOU ARE NOW ENTERING
CSR TERRITORY

Map out the CSR territory
before you start down the road
to CSR partnerships.

Step 2

Determine a Preliminary CSR Strategy and Identify Potential Partners



Data from the rapid assessment will provide inputs for developing a preliminary strategy and objectives for promoting corporate social responsibility health partnerships in the host country. The strategy would address:

- The CSR environment in the country
- Sustainability status and gaps of selected FP/RH activities
- If and how CSR partnerships can help address the sustainability gaps
- What CSR approaches and initiatives can be considered
- Number and types of CSR partnerships that can be developed

CSR Tip 1

Carefully consider the compatibility of the mission and vision of each prospective partner organization. The value added by partnering and the expectations around each organization's participation should dominate early conversations about partnership. Honesty and straightforwardness are important from the beginning.³

Following the formulation of a preliminary strategy, ideas for feasible FP/RH partnership initiatives and the potential partners for undertaking them, can be generated. Some illustrative partnership options for USAID are:

- Partnership between USAID and business
- Partnership between business and NGOs that is facilitated by USAID
- Tripartite partnership among USAID, business, and host governments
- Partnership alliance with multiple partners from the private, public, and nonprofit sectors, in which USAID plays either a major or minor role
- An existing program partnership or alliance that USAID joins for expanding or replicating the program in the country or region

³ Zadek, Simon et al, *Endearing Myths, Enduring Truths: Enabling Partnerships between Business, Civil Society, and the Public Sector*, Business Partners for Development, May 2001.

The parameters for identifying the most likely or compatible business partners can be defined from the results of the rapid CSR assessment. CATALYST's research of CSR activities found that business partners have come mainly from these groups:

- Global/regional US and other Western corporations in the host country that are already engaged in CSR health-related initiatives in other developing countries, and might be interested in initiating CSR partnerships in the host country
- US international, or local business associations and chambers of commerce that are interested in advocating, leveraging, and/or replicating project initiatives among their members
- Local businesses that can be organized under an umbrella association to work on a common CSR initiative
- Multinational corporations or CSR advocate associations in the region that can promote South-to-South exchange and cooperation in the host country.

Within these groups, USAID can identify advocates or champions for CSR health activities who may either become future partners or help promote the value of CSR partnerships to other potential corporate partners.

Business Perspective: Business executives are likely to see their peers as the most credible source of information about the business value of engaging in CSR. If certain companies in the host country are already involved in CSR partnerships, they can be mobilized as CSR champions for their peers. As CSR champions, they can present the business case of CSR partnerships in a compelling way.

CURVE AHEAD



“Ideal” partnerships with business and civil society need not be limited to organizations that already know each other well or have good relationships with one another. Often, the greatest benefit accrues from partnerships between entities with historical social or political differences.⁴

⁴ Wilcox, Whitney, *Partners in Public Service Case Study: Finding Common Ground: Elements of Successful Partnerships*, The Benton Foundation, 2001

At this stage, a short list of prospective corporate and non-corporate partners (e.g., public sector, NGOs, community-based organizations, private foundations) matching the envisioned CSR initiatives can be formulated from the rapid assessment data. NGOs and other appropriate civil society organizations (especially those that are successfully working with communities) that can collaborate with business companies in undertaking CSR initiatives can also be identified and profiled. For example, the country assessment may discover NGOs interested in

expanding or diversifying their service delivery activities, in testing new advocacy or service delivery models, or in enhancing their sustainability prospects.

CSR Tip 2

The ideal business partner for a family planning or reproductive health initiative may not necessarily be a company whose business is related to health care. All companies have valuable assets that can be leveraged – workplaces, employees, training venues, and upstream or downstream networks.

The assessment may also yield information on corporations and NGOs that have already explored working together in certain health activities, but need technical assistance or training inputs if they are to integrate family planning and reproductive health in those activities.

With the shortlist in hand, initial meetings can now be convened with the prospective corporate and noncorporate partners to explore their interest in working together in a partnership. These meetings will focus on exchanging information on organizational mandates and discussing whether common ground exists between USAID and the prospective partners in defining or addressing certain health problems. Are there possibilities for arriving at a shared vision on what it would take to solve a stated problem? It is vital to keep in mind the underlying principle of a partnership: it involves joint identification of the problem and its solution, and the joint development of objectives and approaches for arriving at the solution.

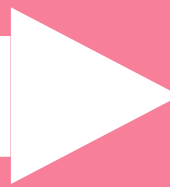
DETOUR AHEAD

DETOUR

The road to partnership may not necessarily be straight or smooth. Expect some detours or bumps along the way because CSR is a **working process**. Every event cannot possibly be planned in advance. Thus, flexibility and the ability to explore other possible paths are important.

Step 3

Evaluate Each Partnership Opportunity for Risks and Benefits



From the more promising introductory meetings, follow-up discussions with prospective partners will allow exchange of ideas on possible CSR initiatives,⁵ objectives, roles, and expectations, the customers to benefit, stakeholders to involve, and respective assets that could be put into play.

CSR Tip 3

Follow the process guidelines, but don't be afraid to be opportunistic – even if at first glance the options presented may not be a good fit with what you were considering.

A clearer picture will emerge on each organization's views on partnership accountability, commitment, ownership, and processes. Key questions to ask at this stage are: Who are the more “compatible” prospective partners? What resources would they be willing and able to put on the table for the envisioned partnership?

The partnership process is now at a critical step of determining who the “right partners” might be. Through a due diligence assessment, the risks and benefits of working with each prospective right partner can be weighed. For prospective corporate partners, key factors to assess would include:

- Past and present business performance (financial and ethical)
- Corporate reputation and integrity
- Corporate investments in the country or region
- Corporate social responsibility readiness
- Company's current CSR activities, either inside or outside the country
- Company's relationship and track record with host government
- Company's relationship with local communities
- Company's core competencies, size and scope of business operations⁶

⁵ Appendix B of this Roadmap provides illustrative potential CSR health approaches and activities.

⁶ For assessing the replication and scalability potentials of partnership activities, e.g., number of employees, infrastructure, market network, facilities, diversity of products, business units in other countries, etc.

Part of the evaluation process is trying to ascertain the corporate view “at the top” regarding the partnership. Is there genuine interest, commitment, and buy-in from the company leadership? Are there organizational or managerial issues pertinent to a CSR partnership? Terminology that companies apply for CSR can be used as the starting point of a conversation with business executives. For example, a lower-level engagement, such as philanthropy, can be a building block for expanding the company’s vision toward partnerships.

PARTNERSHIP AHEAD!

Try to understand the various terms companies use for CSR and the reasons behind them. They may call their CSR engagement corporate citizenship, business ethics, community investment, the triple bottom line, or philanthropy.

Business Perspective: In general, business executives get flooded with requests for help from many organizations. An executive from a big energy company explained that he always wants to meet the representative of an organization face-to-face. “I want to see the same business-like approach from them. They need to be interested in learning about my company, in observing how my company works, and in getting a feel for the people behind my company.”

After each of the prospective partners is evaluated, a shortlist of companies should be prioritized according to the evaluation results. Examine the risks and benefits of potential partnership with each organization. For example, sometimes a company with a not-so-perfect CSR record may still be a good prospect for partnership. Companies that need to improve their relationship with local communities, or that have been publicly criticized for poor business or ethical practices, and want to demonstrate change, are often excellent partnership prospects.



Traffic Light

- If the evaluation (due diligence assessment and meetings) results indicate that a company may not be a right partner, STOP! Select the next prospective corporate partner from the prioritized list.⁷
- If the evaluation results indicate that a company, may be a right partner, GREEN LIGHT! Proceed to Step 4.

⁷ If USAID prefers to optimize its option for identifying and developing the partnerships, the process can be conducted with more than one prospective company at a time.

Step 4

Hold in-Depth Discussions with Prospective Partners

With the company's interest in a possible CSR health partnership now expressed, more substantive discussions about specific activities and parameters of the potential partnership can take place. These discussions will add substance and currency to earlier assessments of the company's resources, corporate culture, reputation and integrity, and existing community relationships, i.e., what the partners bring to the table.

In-depth discussions are a pivotal point in determining whether potential corporate partners are capable of making a real commitment to a health partnership, and if they possess the business interest and corporate culture to support it. The goal is to agree on a business and development rationale for a CSR health initiative. Discussions also provide an opportunity to learn about the business goals of the company. Understanding their concerns regarding their customers, employees, branding, or projected growth could provide the impetus for innovative initiative ideas.

Discussions should be transparent, open-ended, and grounded on understanding the needs and expectations of both parties. If a CSR advisor has been part of the step-by-step process, assistance that the advisor can provide at this stage would be to facilitate the development of the partnership framework, in fleshing out ideas for health activities, outlining activity timelines, and estimating resource investments from each side. Should other organizations be brought in to help implement the CSR activities? For example, for a factory-based reproductive health initiative, should a service delivery NGO be linked to the initiative?

CSR Tip 4

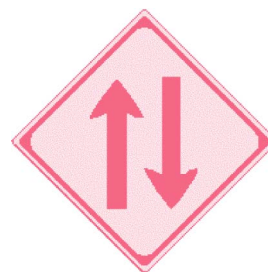
Invest in in-depth discussions even if you are not entirely confident about the potential partnership. These discussions do not necessarily commit USAID to a partnership and may reveal new opportunities or areas of mutual interest.

As discussions become firmer at this point, a preliminary partnership framework should begin to capture in writing the agreements on key elements of the partnership such as the structure of the partnership, the results envisioned, the roles and responsibilities of each partner, and operating mechanisms. The envisioned partnership is the vehicle for undertaking possible CSR health initiatives, which should also be outlined at this point.

Expect conflicts and disagreements to emerge from in-depth discussions – this is natural in the partnership process. Discussing issues and conflicts at this time and resolving them by striking compromises, can mitigate frustrations in the future. Early resolution of conflicts are essential for a successful partnership.

Business Perspective: “You need to differentiate your own issues from all other issues, but you have to recognize and understand also my own – i.e., the company’s issues,” according to one executive. “Make your problem the company’s problem and vice versa. Show what’s in it for me if I work with you.”

TWO WAY TRAFFIC



Don't approach prospective partners to pitch support for your own preconceived project. In the CSR process, prospective partners **jointly** identify and develop ideas.

Step 5

Reassesses the Potential for a CSR FP/RH Partnership

The preliminary partnership framework developed in Step 4 provides a reference for both partners to confirm or reassess agreements from their in-depth discussions. In this step, the partnership ideas and relationships are now beginning to be formalized. Prospective partners are talking to each other not as interested individuals, but as interested organizations, with the authority and structures of their respective organizations behind them. They are reexamining the clarity of the assumptions and parameters surrounding the partnership and the CSR initiative, and the validity of the business and development rationale. Questions to pose in this step include:

CSR Tip 5
Dialogue and multiple communication channels are critical to foster trust and understanding. An environment that is conducive to listening, learning, and sharing should be created early-on between partners.

- Can true rapport, trust, and understanding be fostered among the prospective partners?
- Would prospective partners have the capacity to deliver on commitments, including management time?
- Does the partnership add value to the mandate and core business of the organizations?
- Does this appear to be a win-win partnership?



Traffic Light

If the answers to most of the questions are **NO**, **STOP!** Don't waste your time. Return to Step 3 and move on to other prospects. If **YES**, move to Step 6 and get to work!

Business Perspective: To quote an oil company executive, "Be aware that when you ask for time, you are asking for something more valuable than money. It is easier for a company to give a donation than to give a lot of its time."

Step 6

Shape the Partnership: Fully Develop the CSR FP/RH Initiative, Strategize and Plan Together

In this step, the potential partners begin formalizing the details of the CSR health initiative and the partnership framework. The prospective partners will begin to work together in fully developing an action plan for the emerging health initiative. Now is the time to bring other prospective partners (for example, NGOs and community organizations) into the process if they are not already involved.

CSR Tip 6

Be flexible and consider all options. While developing a partnership, some ideas will be revised or discarded in exchange for better ones.

Performing a SWOT (strengths, weaknesses, opportunities, and threats) analysis of each partner's assets and competencies at this stage will help focus partners' roles and responsibilities to those areas where they can have the most impact. Balancing partners' strengths and weaknesses will improve the initiative's probability of success and future sustainability.

The action plan should reflect the partners' consensus on the CSR health initiative, and should include the following elements:

- ◉ Goals and objectives
- ◉ Strategic approaches and interventions
- ◉ Resource allocations including time, staff, and funds
- ◉ Leadership and management
- ◉ Timeline and implementation schedule
- ◉ Communication, reporting and evaluation
- ◉ Plan for stakeholders' engagement
- ◉ Future sustainability

Business Perspective: Differentiate between the initiative and the partnership, although they are inextricably linked. The initiative is the vehicle for achieving the program results; the partnership enables the initiative to happen.



Traffic Light

If you believe you are not getting enthusiastic buy-in or real commitment from the prospective corporate partner, **PAUSE**. Invest the time and effort necessary to understand and resolve the conflicts or obstacles at hand. Look to the company's CSR champions or advocates to support you. If obstacles prevail despite your best efforts, **STOP**. Consider cutting your losses – go back to Step 4 and focus on other prioritized prospects.

Step 7

Engage Stakeholders in Developing the CSR FP/RH Initiative

Ideally, CSR health partnerships should generate sustainable, mutually beneficial and productive relationships between business and the community. Throughout the life of the partnership, various stakeholders ought to participate in implementing and sustaining the health initiative. This is one of the most important elements to an initiative's success.

Stakeholders include:

- Corporate executives
- Employees
- Investors
- Corporate customers
- Local communities
- Public sector officials
- Beneficiaries of the health initiative
- NGOs and community-based organizations

“The ultimate test is the community; go ask them if these partnerships are useful or not.”

Amadou Diarra, senior director in Corporate Philanthropy, Bristol Myers Squibb

CSR Tip 7

If the stakeholders do not have a role in shaping the initiative, a good idea can turn into a great failure.

Every stakeholder cannot be involved in each decision made by the partners, but a concrete plan for continuously engaging the various stakeholders in the course of the health initiative should be clearly defined. Looking for the best ways to involve stakeholders in an initiative allows them to share ownership of the initiative. Otherwise the partnership and the initiative will fail.

Business Perspective: Companies do not want to be associated with CSR initiatives that fail to build the goodwill of workers, communities, governments, and the general public. They cannot afford to harm their relationships in host communities.

Step 8

Close the Deal and Formalize the Partnership Agreement

Final negotiations among the partners should ensure that terms for the formal partnership agreement are favorable for all parties (the “win-win” partnership) and that all areas of dispute are resolved. At this time, USAID may have some “deal-breakers,” the programmatic and operational elements that must be a part of a specific partnership initiative if USAID is to participate. This overarching principle should be observed even in cases where USAID is not an equal or full partner, but may be acting as a facilitator for a partnership or alliance.

CSR Tip 8

The negotiators of partnership agreements among business, USAID, and civil society must understand the mandates, policy, culture, and language of each partner.

Formalizing a partnership through a signed mechanism, such as a memorandum of understanding (MOU), is essential for holding the partnership together through unexpected challenges and changes that naturally occur with all partnerships. Depending on the nature and members of the partnership, other USAID program documentation may apply for formalizing and financing the agreement.

In the MOU, it is critical that the goal and objectives of the initiative, and the roles and responsibilities of each partner in implementing and managing the initiative, are clearly defined. Other critical elements of the MOU include the following:

- ◉ Description of the initiative
- ◉ Governance structures
- ◉ Staffing obligations
- ◉ Communication plan
- ◉ Cost-shared budget

- ◉ Timetable for implementing activities
- ◉ Plans for dealing with inevitable conflicts and issues
- ◉ Expected results
- ◉ Monitoring and evaluation plan with progress and results performance indicators
- ◉ Plans for transparency and public reporting
- ◉ Sustainability plan
- ◉ Phase-in/Phase-out plan for specific partners as appropriate
- ◉ Provisions and guidelines for terminating the partnership.

Business Perspective: Companies want to know that their partners in the public and nonprofit sectors are equally committed to measurable results, budgets, deadlines, and rigorous evaluation.

CONSTRUCTION NEXT 10 MILES



Manage expectations among partners throughout the life of the partnership. The MOU is where the management of expectations begins – delineating clear objectives, roles, and responsibilities will help the partnership navigate hazards along the way.

Step 9

Launch, Manage, and Implement the Initiative

The partnership is now in business. Whether the joint initiative is a short-term pilot project or a longer-term effort, everyone involved deserves credit for creating the partnership.

Launching the initiative is only the beginning. As partners begin to implement the initiative's activities, dedicated management staff has the responsibility to ensure that expected results are achieved, monitored, and measured according to the partnership agreement's performance plan. Continuous exchange and feedback among the partners on the progress of the initiative, and providing needed interventions for program improvement when needed, will help keep the initiative on track.

CSR Tip 9

That which cannot be measured cannot be managed.

The launch of the initiative is also the start of a continuing business relationship among the partners. USAID is helping corporate partners fulfill their business goals and develop their own health objectives for their workers and host communities. The more the corporate partner sees the initiative as their own, the better for its success and sustainability.

SLICK ROAD AHEAD



Expect problems – because they will happen. No initiative will exactly follow the design laid out in a partnership agreement. When things go wrong, or are delayed, be prepared to get the initiative back on track quickly.

Step 10

Build the Partnership: Communicate, Evaluate, and Disseminate the Initiative's Successes

CSR Tip 10

Publicize early “wins.” These help strengthen the partnership and motivate partners to consider expanding or replicating activities.⁸

Partnerships go through natural periods of construction and reconstruction. As changes outside of the partners' control may occur, periodic revisiting of the negotiated terms of the partnership is essential. Likewise, it is important to ensure continuous learning and adapting – regular dialogue and communication among partners is the key. A system of meetings, phone calls, reporting, and site visits can help avoid misunderstandings, resolve problems, and build the trust and confidence needed to overcome any serious conflicts or obstacles.

Evaluating the results and impact of the partnership should be differentiated from evaluating the results and impact of the initiative itself. This distinction is important in laying a foundation for future collaborations among the partners on other initiatives.

All partners should be regularly updated on the progress of the initiative – its monitoring and evaluation is crucial for building the partnership over time, as well as for identifying and resolving conflicts. A comprehensive partnership agreement can define each partner's monitoring and evaluation role, as well as the benchmarks for gauging the initiative's progress.

It is equally important to remember to celebrate the initiative's accomplishments with partners and stakeholders. The hard work of staff in implementing the initiative should be acknowledged so that they feel valued and respected. Publicize the initiative's achievements promptly and widely. All partners, but particularly business partners, care about getting recognition for success from their constituencies.

Like any other business venture, turnover in partner personnel is inevitable. However, the more corporate employees are engaged and committed in the partnership activities, the less likely personnel changes will disrupt the project.

⁸ Nelson, Jane, *Business as Partners in Development*, Prince of Wales International Business Leaders Forum, 1996.



Reaching the Destination

The true destination for any successful corporate social responsibility health partnership is a sustainable health initiative with active stakeholder engagement, measurable results, and demonstrated impact. Initiatives need not be large-scale at the beginning, especially if a program has to be tested or piloted first. At the end of the road, however, these initiatives need to be of large-enough scale, or replicable in other ways and places, with demonstrable impact in reaching and benefiting significant numbers of people.

In the last 20 years, collaboration with private business has been one of the means that enabled USAID to make progress in meeting the global challenge of improving the quality, availability and use of essential health and reproductive health services. Corporate social responsibility partnerships with the private sector are a new and strategic way of making further inroads towards meeting this global challenge.





Conclusion- The Business of Leveraging

For USAID, the goal of engaging in CSR partnerships is to use its limited funds as judiciously planted “seeds” that will continue to thrive long after USAID has withdrawn. Understanding the assets USAID and the private sector bring to the table – and what each can offer the other – can help achieve this goal.

1. What the Private Sector Brings to USAID

For USAID, working with the private sector offers these strategic advantages:

- f · New Resources.** USAID can tap new resources that enable it to use existing funds more effectively and to refine, re-focus, and expand its program strategies.
- f · New venues for reaching target populations.** Business provides ready access to their workers, their host communities, and the marketplace.
- f · New systems/methodologies.** Business lives by bottom-line results. Many have state-of-the-art project management systems to track the progress of their own business activities. These systems can be used for family planning and reproductive health programs.
- f · Staff skills.** Business also brings the valuable problem-solving, market analysis, project development, and implementation skills of its managers and employees.
- f · Volunteers.** Large companies have employees who often like to give their personal time to community needs. They are a credible and sustainable resource.
- f · Upstream and downstream linkages.** Many companies have suppliers with their own large networks as well as large distribution systems.
- f · Technology.** Companies keep current on the latest hardware and software for their own business purposes, and this technology may be transferable to health initiatives.

2. What USAID Brings to the Private Sector

There are very good reasons for the private sector to enter into CSR partnerships with USAID:

- f · Knowledge.** Empirically, USAID knows what works and what does not when it comes to family planning and reproductive health. They also work with a range of consulting technical experts in the field who can be brought into any partnership as needed. Companies do not usually know the technical issues in FP/RH, the players at the national and community level, or the potential risks.
- f · Project expertise.** USAID staff has technical experience in the field and dedicated areas of expertise. Companies want a return from their social investments as they do from their capital investments; they do not want to risk investing in ventures that might fail. USAID brings field expertise, experience, program track records, and a network of good working relationships to mitigate the risks of failure.
- f · NGO relationships.** Most companies lack working relationships with civil society, distrust NGOs in general, and fear that partnership may cause them more problems than solutions. USAID can help companies in brokering relationships with NGOs, and steer companies and NGOs toward successful potential partnerships.
- f · Multilateral and host government relationships.** USAID has access to host governments and multilateral development agencies. USAID has the unique ability to initiate policy dialogue of importance to business and can serve as a trusted link to host governments.
- f · Credibility.** Companies understand that the motives behind their actions, no matter how well intentioned, might be questioned. USAID provides a good entry point with NGOs and local communities through past and present good relationships.

Each sector – public, private, and civil society – has assets that are complementary and valuable to the other. The challenge is figuring out, through partnerships, how to make the most of these assets to create fundamental and lasting improvements in the health of people around the world.

Preliminary Country Assessment of CSR Potential (Illustrative Checklist)

A. Country Resources

1. What types of corporations have significant presence in the host country or region?
 - ☐ Large national companies
 - ☐ American companies with branch operations
 - ☐ Multinational corporations with branch operations
 - ☐ Small and medium-sized enterprises
 - ☐ Microenterprises
2. What industrial sectors are significant in the host country or region?
 - ☐ Pharmaceuticals
 - ☐ Health care
 - ☐ Agriculture
 - ☐ Banking and finance
 - ☐ Technology
 - ☐ Telecommunications
 - ☐ Manufacturing
 - ☐ Energy
 - ☐ Tourism
 - ☐ Transportation
 - ☐ Insurance
 - ☐ Advertising
 - ☐ Other
3. Which are the companies in each sector (Item 2)?
 - ☐ The companies with largest market share
 - ☐ US
 - ☐ Multinational
 - ☐ National
 - ☐ Business associations related to the sector
4. Which companies have a local, regional, or global CSR, community investment, or corporate citizenship program in place?

5. What types of CSR activities, if any, have these companies initiated in the country?
- ☐ Work-based
 - ☐ Community-based
 - ☐ Alliance-based (with Multinational corporations, multilateral)
 - ☐ Cause-related marketing
 - ☐ Philanthropy
 - ☐ South-to-South exchanges
6. Is the host government supportive of CSR partnerships or activities in the country?
- ☐ Is the government generally in favor of working with the private sector?
 - ☐ Is the government generally in favor of working with NGOs and other civil society organizations?
 - ☐ Are there existing government policies and regulations that would be favorable for CSR activities?
7. What types of civil society groups are active in the host country?
- ☐ International NGOs
 - ☐ National NGOs
 - ☐ Local NGOs
 - ☐ Community-based organizations
 - ☐ Interest groups
 - ☐ Foundations
 - ☐ Religious organizations
 - ☐ Labor organizations
 - ☐ Educational organizations
8. Which CSR activities in the CSR Compendium or in the “CSR In Practice Casebook” may be adapted or replicated in the host country?
- ☐ HIV/AIDS prevention in the workplace
 - ☐ Factory-based worker development
 - ☐ Community development and outreach
 - ☐ Cause-related marketing
 - ☐ Tripartite partnerships
 - ☐ South-to-South exchanges

B. Health Programs and Resources

1. Which private sector companies have worked with USAID in its projects, specifically in health? (Identify and list.)
2. Which NGOs and other civil society have worked with USAID in its projects with the private sector, specifically in health? (Identify and list.)
3. What is the status of the following program indicators in the host country?
 - f Prevalence of use of family planning by market/group segmentation (e.g., public/private; by age cohorts; by gender)
 - f Projected demand for family planning and key reproductive health services
 - f Projected desired levels of prevalence of family planning and key reproductive health services
 - f FP/RH program sustainability strategies now in place

Illustrative Corporate Social Responsibility Strategies and Approaches for USAID⁹

CSR is an approach that has not been utilized for family planning and reproductive health to a large extent, but holds much potential for USAID. USAID can use CSR approaches to mobilize the private sector, US foundations, international donors, and civil society organizations to work together in expanding and sustaining family planning and reproductive health efforts. By leveraging its resources with the commercial sector, USAID can engage a dynamic sector with money and resources to address common causes.

A. Illustrative Types of CSR Health Partnerships and Initiatives:

- f Corporate economic development** is a revenue-generating application of a company's core business functions alongside foundation and contribution dollars for business development and mutual economic benefit in communities. These ventures often include hiring personnel, sourcing materials, financial investment, and marketing and distribution of products and services. A good example is the partnership of Procter & Gamble (P&G) with the Philippine Department of Health, Helen Keller International, and The Johns Hopkins University. By fortifying the P&G product *Star Margarine* with Vitamin A, the partnership sought to reduce vitamin deficiency among the poor and help P&G increase its margarine market share in the Philippines.
- f Corporate community involvement**, or community social investment, is comprised of non-revenue generating engagements of a corporation for maximizing the impact of its donated money, time, facilities, products, expertise and other resources in its host communities. One example is Johnson & Johnson's Partnership for Women's Health Program: in collaboration with the Association of Gynecologists and the Family Planning Association in Russia, Johnson & Johnson is producing and distributing information on reproductive health (including product samples) to 300,000 12-16 year-old girls; as well as to physicians in 90 cities.

⁹ Sourced from: Rionda, Zynia L., "Corporate Social Responsibility: Potential Applications for CATALYST." Draft Technical Paper. May 2001

- f **Corporate partnerships with multilateral organizations** to address global environmental, social, or health issues. For example, GlaxoSmithKline, in partnership with WHO, has pledged to donate as much Albendazole as needed to eradicate lymphatic filariasis (commonly known as elephantiasis) globally. The disease affects about 120 million people in more than 80 countries, and more than one billion people are at risk of infection.
- f **Strategic PVO/NGO–business partnerships** align the corporate sector with PVOs and NGOs in promoting social causes, sometimes on a global basis. For example, Starbucks and CARE partnered in marketing a gift sampler of four kinds of coffee from Guatemala, Kenya, Ethiopia, and Indonesia, using CARE’s logo. For every sampler sold, Starbucks donated \$2 to CARE to support CARE’s development programs in those four countries.
- f **Partnerships with trade and industry associations**, or representative bodies such as Chambers of Commerce and Confederations of Industry, can address broad social issues. Industries help to build “corporate social capital,” which allows even the fiercest of competitors to work together to tackle social issues of common interest. In partnership with pharmaceutical associations, for example, it may be possible to develop mechanisms for making over-the-counter contraceptives and reproductive health products more accessible and affordable to market-segmented consumers, thus promoting contraceptive security. There are numerous industry associations with extensive reach. One example, the Council of Indian Industry, that represents 3,000 Indian companies with over \$35 billion in sales, is involved in health, family welfare and HIV/AIDS prevention advocacy work.
- f **Cause-related marketing** combines commercial and social objectives by aligning a company with a social cause that is a good fit with its products or its customers. Avon, for example, reshaped its image as not simply a cosmetics company but as “the company for women,” by launching its Breast Cancer Crusade in 1993. The crusade focuses on a disease that women rank as one of their top health concerns, links Avon products in women’s minds with good health as well as beauty, and increases Avon’s corporate reputation. While generating sales of its products, Avon has also raised almost \$200 million for breast cancer research, educational materials, and direct services.
- f **Workplace initiatives** that integrate family planning, reproductive health education and service delivery in existing occupational health services of commercial factories or plants can serve employees, their dependents and the surrounding community, as well as help to develop quality care standards. These initiatives could include promoting reproductive health-friendly

corporate policies, such as making the workplace safe for pregnant women, and making reproductive health information and products readily accessible to employees and their dependents.

- f** **Reaching adolescents** with HIV/AIDS and other reproductive health educational information can be done through partnership with information technology firms, manufacturers and retailers of reproductive health products, or sporting goods manufacturers. Corporations can sponsor education campaigns and participate in specially designed community-based or school-based education programs in co-partnership with local NGOs or community-based organizations. (Business usually finds it appealing to get involved with youth-focused activities, as young people are future business employees, as well as consumers.)
- f** **Working with CSR advocates** such as the U.S.-based Business for Social Responsibility (BSR) and Corporate Community Investment Service, the Asia region-based Philippine Business for Social Progress (Philippines), the Thai Business Initiative in Rural Development (Thailand), or the India Business and Community Partnership can foster the exchange of new ideas and models. These organizations can help develop partnerships along “South-to-South” principles, by promoting exchanges between organizations and trade associations or employer organizations in selected countries, to build awareness and practice of corporate social responsibility.

B. Illustrative Program Options for CSR Partnerships in Family Planning and Reproductive Health:

1. Cost-Cutting/Program Impact/Sustainability
 - f** Leveraging USAID investments in family planning and reproductive health by sharing program costs with the commercial sector
 - f** Enhancing program sustainability plans of transitioning countries
 - f** Collaborating with commercial sector organizations such as employer federations, chambers of commerce, and trade associations to reach critical masses of FP/RH clients
2. Program Expansion/Scale-Up/Replication
 - f** Replicating, expanding, or scaling up successful “pilot” activities through private sector resources and systems
3. Contraceptive Policy and Contraceptive Security
 - f** Making contraceptives and other reproductive health products more accessible and affordable for consumers

4. Strengthening Policy Dialogue

- f · Strengthening policy dialogue with the public sector on how to enhance implementation of the Cairo agenda on improving women's reproductive health
- f · Increasing the involvement of other stakeholders in improving the policy environment for expanding FP/RH services
- f · Using the influence of the commercial sector to improve the quality of FP/RH services in the public and NGO sectors

5. Synergies/Linkages

- f · Building programmatic linkages for FP/RH service delivery between health and nonhealth sectors, for synergy, cost-effectiveness, and sustainability
- f · Creating synergistic approaches or activities with HIV/AIDS/ID programs

6. Capacity-Building of NGOs and Other Civil Society Organizations

- f · Strengthening the capacity of NGOs and community-based service delivery organizations to work with companies in order to provide services to employees and dependents through the workplace and the community

7. South-to-South Cooperation and “Mentoring”

- f · Utilizing South-to-South CSR program collaboration between companies and organizations within and among regions and countries

8. Market Segmentation of Program Clients

- f · Operationalizing USAID Missions' priority reproductive health focus on women, adolescents, and young adults
- f · Improving clinic-based programs through employment-based settings and linkages
- f · Improving community outreach, especially to resource-poor and marginalized areas
- f · Facilitating the mapping and market segmentation of intended FP/RH clients
- f · Developing microcredit financing for women entrepreneurs and women's associations